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PMI PMP - Project Management Professional (2026) Sample Questions (Q1557-Q1562):

NEW QUESTION # 1557

The change control board (CCB) rejects a change request submitted by a subject matter expert (SME) The SME refuses to accept this rejection and does not want to continue the project without the change What should the project manager have done to avoid this situation?

- A. Ensured that the change request was aligned with the project scope
- B. Requested that the sponsor approved the change request first.
- **C. Assessed the change's overall impact to the project before submission**
- D. Submitted the change request directly to the CCB

Answer: C

Explanation:

According to the Professional in Business Analysis (PMI-PBA) Guide, a change request is a formal proposal to modify any document, deliverable, or baseline. A change request should include a clear description of the change, the rationale for the change, the impact of the change on the project, and the alternatives considered. A change request should also be evaluated for its feasibility, benefits, risks, and alignment with the project objectives and scope. In this scenario, the project manager should have assessed the change's overall impact to the project before submitting it to the CCB. This would have helped the project manager to determine if the change was necessary, beneficial, and feasible, and to communicate the pros and cons of the change to the SME and the CCB. This would have also helped the project manager to avoid or mitigate any potential conflicts or resistance from the SME or the CCB. Requesting that the sponsor approved the change request first, ensuring that the change request was aligned with the project scope, or submitting the change request directly to the CCB are actions that should be taken after the change's impact assessment, not before. These actions do not address the root cause of the situation, which is the lack of a proper impact analysis of the change request. References: (Professional in Business Analysis Reference Materials source and documents)

* Professional in Business Analysis (PMI-PBA) Guide, Chapter 6, Section 6.4.1.1

* A Guide to the Project Management Body of Knowledge (PMBOK Guide) - Seventh Edition, Chapter 8, Section 8.2.2.1

NEW QUESTION # 1558

A state-of-the-art product was delivered at the end of a project life cycle. However, the customer claims the product was not designed to specifications.

What should the project manager have done to avoid this issue?

- A. The iteration review planning meeting should have been planned accordingly.
- B. The sprint retrospective meeting should have included necessary stakeholders.
- **C. The customer's requirements should have been captured in order to meet the customer's standards.**
- D. The customer's requirements should have been captured and modified to meet the supplier's standards.

Answer: C

Explanation:

To avoid the issue of a product not being designed to specifications, it is essential for the project manager to ensure that the customer's requirements are accurately captured and understood. This involves engaging with the customer to elicit detailed requirements, which then guide the design and development of the product. The PMI's standards on requirements management highlight the importance of a thorough needs assessment, elicitation, and analysis of requirements to ensure that the final product aligns with the customer's expectations¹. Additionally, the PMI-PBA emphasizes the role of the business analyst in working with stakeholders to define and shape project outputs to drive intended business outcomes².

: The answer is supported by the principles outlined in the PMI's "Requirements Management: A Practice Guide" and the PMI Professional in Business Analysis (PMI-PBA) certification resources, which stress the significance of capturing customer requirements to deliver products that meet customer standards¹².

NEW QUESTION # 1559

You know that $BAC = 500$, $PV = 325$, $ACC = 275$, and $EVC = 250$ and that you are experiencing typical variances. What is ETC?

- A. 0
- B. 227.3
- **C. 274.7**
- D. 1

Answer: C

Explanation:

You must first calculate CPIC in order to calculate ETC. CPIC is EVC / ACC . We have $250 / 275 = .91$. ETC with typical variances is $(BAC - EVC) / CPIC$. Our numbers are $(500 - 250) / .91 = 274.7$.

NEW QUESTION # 1560

During the last sprint review, the main stakeholder complained that the product was missing many features they had been expecting. The project team argued that every increment met the acceptance criteria and was approved by the main stakeholder. The cost performance index (CPI) of the project is 1.15 and the schedule performance index (SPI) is 1.43. What should the project manager do?

- A. Explain to the stakeholder that since the acceptance criteria for every increment were met the project can be closed.
- B. Ask the stakeholder to submit a change request to increase the budget and time for the modifications requested.
- **C. Analyze the reason for the gap in understanding with both sides and negotiate a solution.**
- D. Ask the project team to perform the modifications since the project budget and schedule can support them.

Answer: C

NEW QUESTION # 1561

Which type of management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation?

- A. Functional
- B. Project
- **C. Portfolio**
- D. Program

Answer: C

Explanation:

Section: Executing

NEW QUESTION # 1562

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